

THE EFFECTS OF WORK RELATED ATTITUDES ON TURNOVER INTENTION AMONG EMPLOYEES IN UD LIBRA

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ABSTRACT

The objective of this study is to determine the effects of various work-related attitudes on turnover intention among the employees in UD Libra, Surabaya, Indonesia. This study applied census method or total sampling method in which all members of the population are taken as respondents or samples. As many as 34 employees working at UD Libra at the time the study was conducted were involved in this study. The data collected from the questionnaires were analyzed using multiple regression analysis in SPSS 20.0. The statistical results obtained in this study showed that job satisfaction, organizational commitment, and job involvement have a significant simultaneous effect on employee turnover intention. Partially, job satisfaction has a negative and significant effect on employee turnover intention at UD Libra, whereas organizational commitment and job involvement has no significant partial effect on employee turnover intention.

Keywords: Work Related Attitudes, Turnover Intention, Job Satisfaction, Organizational commitment, Job Involvement.

INTRODUCTION

Human resource is viewed as an important company asset because it is adynamic resourceand always needed in the production of both goods and services (Ridlo, 2012). Moreover, human resource has a major role in determining the development of a company or organization (Mangkunegara, 2013).During the period of 2013 to 2014, there was a decline in productivity of human resources at UD Libra, a family company engaged in the field of food and beverage. The ratio between the average production and average working hour in 2013 was 0.17 and decreased to 0.16 in 2014. According to Perez (2008), one of the major causes of the decreasing of human resource productivity is employee turnover. Turnover is defined as the number of employees where employees enter and quit in a company

in a given period (Mondy, 2012). Employee turnover often becomes a major concern in the preparation of the organization's strategy. Turnover, especially voluntary turnover would cost the company as in the form of employee-replacement costs or expenses for advertising for a new employee search. In addition to the loss in the form of fee, the company can also get other losses, such as pressure or a heavier burden on other employees (Perez, 2008). Based on employee turnover data from UD Libra, it can be interpreted that UD Libra has a number of employees that is gradually increased from year to year, but it is also followed by an increase in employee turnover. As for the increase in company turnover, the problems that need to be considered are not only the employee turnover, but also some other underlying factors. However, before deciding to quit from a company, an employee will go through a phase or stage where he has an intention to exit from the company and trying to find a new job. This stage is called turnover intention (Ridlo, 2012). Turnover intention is shown to be associated with actual turnover (Mobley in Perez, 2008).

Company data shows that there are a variety of reasons why employees left the company. Reasons such as fighting with another worker, underpaid, and scolded by employer resemble employee dissatisfaction to their work or the work environment as described by Kreitner and Kinicky (2014). The problems of lacking commitment to the company are also apparent in some of the reason for the discharge of employees. Employee commitment to the company is the degree to which an employee is in favor of the company and strived faithfully in it (Ardana et al., 2009). Some employees stated that they had a secondary job, or have received an offer from another company. Those reasons illustrate that they are less committed to the company, which can also be supported by the acquisition of other job opportunities so that the employee intends to come out and work somewhere else. Besides the issue of job satisfaction and organizational commitment, some of the reasons are associated with job involvement. Employees who are less tied or involved to their jobs, means having jobs or other activities that causes them to not consider their work as the main thing in their life, or can be called not work-oriented (Widow, 2013). As can be interpreted from the reasons of employee who quit from the company, number of reasons such as should take care of children/ grandchildren, got a second job/ want to continue the sideline, indicates that they are less focused on their work, and tend to do other things outside work. Those three aspects above are part of the work related attitudes that are associated with turnover intention. This is supported by research conducted by Shukla et al (2013). This study summarized some previous studies on the causes of turnover intention. The result explained that the work-related attitudes including job satisfaction, organizational commitment, and job involvement significantly associated with turnover intention.

Thus, the purpose of this study is to determine the effects of various work related attitudes on turnover intention among the employees of UD Libra. The various

work related attitudes analyzed in this study are job satisfaction, organizational commitment, and job involvement.

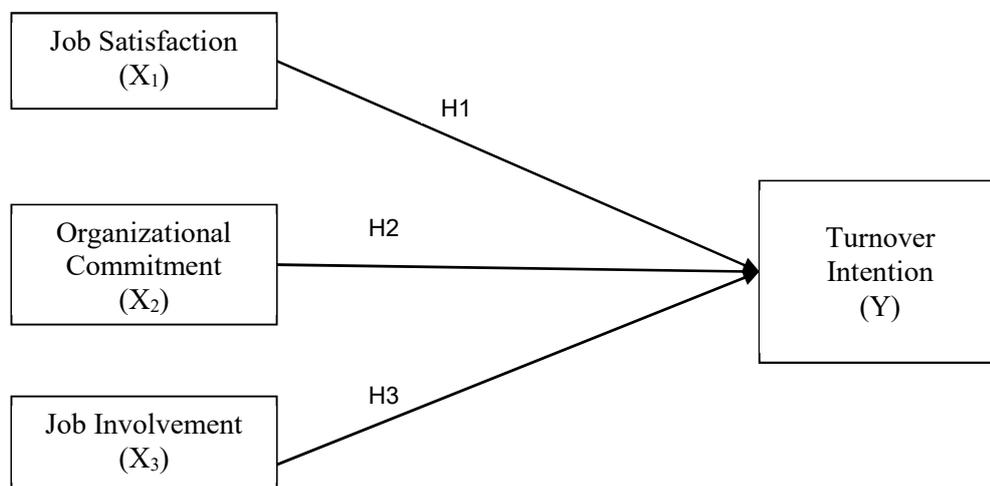


Figure 1.Conceptual Model
Source: Shukla, et al.(2013)

Referring to Figure 1, the conceptual model were adapted and modified from Shukla et al.(2013). The independent variables in this research are job satisfaction, organizational commitment, and job involvement, whereas the dependent variable is turnover intention.

CONTEXT AND REVIEW OF LITERATURE

Turnover Intention

Turnover intention is defined as a person's desire to get out of a job and / or switch to another job within a certain period , and is a precursor to the actual turnover (Perez, 2008; Aydogdu and Asikgil, 2011)

The researchers use turnover intention as a variable to measure the discharge of employees rather than using the turnover itself, because of some reasons. First, there has been evidence that employees generally have conscious desire to leave their job before they actually quit. This theory is supported by research on attitudes and behavior, such as by Fishbein and Ajzen. Secondly, it is more convenient and practical to conduct cross-sectional study by conducting the interview in a certain moment rather than doing a longitudinal study in which researchers have to observe and follow the events or changes in employees who left the company in a given period (Mahdi et al., 2012)

Work Related Attitudes

According to Robbins and Judge (2013), there are three main working attitudes which become the focus of of research in the field of organizational behavior. All

three main work related attitudes are job satisfaction, organizational commitment, and job involvement.

Job Satisfaction

Job satisfaction is an affective or emotional response toward various facets of job (Kreitner and Kinicki, 2014). Researchers at Cornell University developed the Job Descriptive Index (JDI) to assess a person's satisfaction about work in several dimensions as follows: employment, salary, promotion, coworkers, and supervision. Meanwhile, researchers at the University of Minnesota concluded that there are 20 different underlying dimensions of job satisfaction. Those dimensions are activity, independence, variety, social status, supervision-human relation, supervision-technical, moral value, security, authority, social service, ability utilization, company policies and practices, compensation, advancement, responsibility, creativity, working condition, co-worker, recognition, accomplishment.

Job satisfaction had a role in determining a person survive or leave a job . If someone was not satisfied with his work , it is certain that he want to leave the job. Conversely, if a person gets satisfaction from the job then that person will be reluctant to leave his job. Several studies (Aydogdu and Asikgil, 2011; Medina, 2012; Mahdi et al., 2012; Shukla et al., 2013; Subawa and Utama, 2013) have shown that there is a negative relationship between job satisfaction and turnover intention or desire to get out. It can be interpreted that the higher the job satisfaction, the lower a person's desire to leave the job.

Organizational Commitment

Organizational commitment is an attempt of an employee to define and involve himself in the organization and there is no desire to left (Sari, 2013). According to Kreitner and Kinicki (2014), organizational commitment reflects the degree to which a person recognizes an organization and tied to the goals.

Meyer and Allen in Kreitner and Kinicki (2014) divides organizational commitment into three components: affective commitment, normative commitment, and continuance commitment. Affective Commitment reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences. Normative Commitment reflects commitment based on perceived obligation towards the organization, for example rooted in the norms of reciprocity. Continuance Commitment reflects commitment based on the perceived costs, both economic and social, of leaving the organization.

Employees who have committed or have strong ties to the company would prefer to stay in the company (Aydogdu and Asikgil, 2011). Research conducted by Shukla, et al. (2013) clarified previous studies stating that organizational commitment significantly and negatively associated with turnover intention.

Similar results were also obtained from studies conducted by Aydogdu and Asikgil (2011).

Job Involvement

Kreitner and Kinicki (2014) defines job involvement as the degree to which a person is cognitively engaged with, tied in, and related to his job. Employee who has a high job involvement will consider his job as a big part of his identity. This will make a strong bound with his work and decrease the desire to quit.

This relation has been proven in empirical research conducted by Shukla, et al. (2013), which stated that job involvement had a significant and negative relationship with turnover intention. This means that the higher the level of involvement of one's job, the lower the turnover intention or intention to leave the company.

METHOD

Population and Sample

The population of this research is all the employees who are still actively working on UD Libra based on company data per July 2014. This study used a census sampling manner, where all members of the population is taken as respondents or samples. Such sampling technique can also be referred as total sampling. Thus, as many as 34 employees working at UD Libra at the time study was conducted were involved in this study.

Hypotheses

- H1 : Job satisfaction has a significant and negative effect on employee turnover intention at UD Libra
- H2 : Organizational commitment has a significant and negative effect on employee turnover intention at UD Libra
- H3 : Involvement of work has a significant and negative effect on employee turnover intention at UD Libra
- H4 : Job satisfaction, organizational commitment, and job involvement have a simultaneous effect on employee turnover intention at UD Libra

Measures

This research adapted and modified commonly used questionnaires for accessing the data. The questionnaire consisted of 4 independent sections and Likert Scale is used for measuring and accessing the data from the questionnaire.

Measurement of Job Satisfaction: The Minnesota Job Satisfaction Questionnaire (MSQ) was adapted and modified to be used in this research. In accordance with the conditions of the employees at UD Libra, only 6 indicators of job satisfaction used in this study, which are co-worker, compensation, supervision-human relation, variety, working condition, and ability utilization.

Measurement of Organizational Commitment: The Organizational Commitment Questionnaire by Meyer and Allen was adapted and modified to be used in this reasearch. The questionnaire consists of 18 statements that include 3 indicators of organizational commitment, which are affective commitment, normative commitment, and continuance commitment.

Measurement of Job Involvement : The Job Involvement Questionnaire by Kanungo was adapted and modified to be used in this reasearch. The questionnaire consists of 10 statements that include 2 indicators of job involvement, which are centrality of work in daily life and affective identification.

Measurement of Turnover Intention: Rosin and Korabik's Turnover Intention Questionnaire was adapted and modified to be used in this reasearch. The questionnaire consists of 3 statements that include 3 indicators of turnover intention.

Before use, validity and reliability tests have been undergone on the research instrument. Validity and reliability tests were conducted by distributing instruments (questionnaires) to the employees of a company which is not the research object. In this case, the researcher distributed the instruments to 30 employees (production and administration) of a similar company located in Surabaya. The data collected were analyzed using SPSS 20.0 for analyzing the validity and the reliability.

FINDINGS

The data was processed using Statistical Package for Social Science (SPSS) version 20.0 for Mac. In order to investigate the hypotheses of the study, multiple regression analysis are performed and the results are given below.

Table 1.Regression Analysis

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	7.630	.646		11.808	.000
Job Satisfaction	-.920	.284	-.569	-3.236	.003
1 Organizational Commitment	-.020	.340	-.012	-.057	.955
Job Involvement	-.545	.370	-.306	-1.473	.151

a. Dependent Variable: Turnover Intention

H1 argues that job satisfaction has a significant and negative effect on employee turnover intention at UD Libra. As seen in Table 1, the result shows that job

satisfaction has a significant and negative effect on employee turnover intention ($t = -3,236$; $Sig. = 0,003$; and $\alpha=0,05$). Therefore, H1 is accepted.

H2 argues that organizational commitment has a significant and negative effect on employee turnover intention at UD Libra. As seen in Table 1, the result shows that organizational commitment has no significant effect on employee turnover intention ($t = -0,057$; $Sig. = 0,955$; and $\alpha=0,05$). Therefore, H2 is rejected

H3 argues that Job involvement has a significant and negative effect on employee turnover intention at UD Libra. As seen in Table 1, the result shows that job involvement has no significant effect on employee turnover intention ($t = -1,473$; $Sig. = 0,151$; and $\alpha=0,05$). Therefore, H3 is rejected.

Based on the results of the questionnaire data processing using SPSS 20.0, F test results (ANOVA) showed in Table 1 below.

Table 2. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	29.172	3	9.724	25.010	.000 ^b
1	Residual	11.664	30	.389		
	Total	40.837	33			

H4 argues that job satisfaction, organizational commitment, and job involvement have a significant simultaneous effect on employee turnover intention at UD Libra. Based on Table 2, can be seen that the F value is 25,010 with $Sig. = 0.000$ (<0.05), then H4 is accepted. In conclusion, job satisfaction, organizational commitment, and job involvement have a significant simultaneous effect on turnover intention on employee turnover intention at UD Libra.

Table 3. Model Summary

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.858 ^a	.736	.700	.609	.736	20.243	4	29	.000

As can be seen from Table, the value of R Square (R^2) is 0.736. Therefore, it can be concluded that 73.6% of turnover intention in Libra UD employees affected by job satisfaction, organizational commitment, and job involvement, while the rest (26.4%) is influenced by other factors that have not been examined.

DISCUSSION

This study aims to determine the effects of job satisfaction, organizational commitment, and job involvement on employee turnover intention in UD Libra, either simultaneously or partially. The data processing showed that job satisfaction, organizational commitment, and job involvement have a significant simultaneous influence on employee turnover intention at UD Libra, with the level of determination of this model is 71.4 %. Then, it can be assumed that turnover intention of employees in UD Libra is well explained by those four independent variables. However, in the partial significancy test, only job satisfaction variable showed a significant influence on turnover intention. It can be interpreted that job satisfaction plays as a dominant role of an employee's desire to get out of this company, while the other variables (organizational commitment and job involvement) are only supporting factors in determining an employee's desire to quit.

In this study, the results showed that job satisfaction has a significant negative effect or inversely proportional to the turnover intention, marked with t values of -3.236 (Sig. 0.002). In other words, the higher the job satisfaction of employees of UD Libra, the lower the desire to leave the company. Contrarily, the lower the job satisfaction of employees in UD Libra, the higher the intention to leave the company. This result is consistent with the results of many studies before, such as conducted by Aydogdu and Asikgil (2011) and Mahdi, et al. (2012). Job satisfaction will provide a positive emotional atmosphere. If someone feels that his job can fulfill his daily needs and the work environment is comfortable for him, then that person will remain in the company longer. On the contrary, if someone was not satisfied with one or many aspects of the work there must be willingness to get out of the company. Companies should always review how employee job satisfaction as it relates indirectly to the productivity and effectiveness of the company. As described before, there are 6 indicators of job satisfaction that were examined in this study including relationships with fellow workers, salary, supervision, diversity of activities, working condition, and the ability utilization. Although employees are quite satisfied with their jobs, the company must maintain and make improvements so that employees will have higher job satisfaction. The main managerial steps that need to be done by UD Libra is the improvement of the organizational structure in the field of human resources. At present, all matters relating to the employees are maintained by the owner UD Libra alone without involving other people. Because too many matters to be resolved by the owner, the employees are often lacking attention. Based on these reasons, the company is planning to recruit someone who has competence in the field of Human Resources to become the head of Human Resources Department at UD Libra. Once it is achieved, there should be improvements in the scopes of employee job satisfaction based on indicators that have been studied in this research.

The results of this study concluded that organizational commitment and job involvement have no significant effect on employee turnover intention at UD Libra. These results are not in accordance with previous studies such as the study by Aydogdu and Asikgil (2011), and Shukla, et al. (2013). It can be caused by such factors as differences in the company's internal atmosphere, company culture, and employee background, because there is no two companies that have exactly the same internal conditions.

CONCLUSION

This study has reached its goal which is to determine the effects of work attitudes (job satisfaction, organizational commitment, and job involvement) on turnover intention among the employees in UD Libra. Research done by distributing instruments/questionnaires to 34 respondents who are all employees who actively working at UD Libra at the time study was conducted. From the analysis of data using SPSS 20.0, the results of this study can be concluded as follows:

- 1) Job satisfaction has a negative and significant effect on employee turnover intention at UD Libra
- 2) Organizational commitment has no significant effect on turnover intention at UD Libra
- 3) Job involvement has no significant effect on employee turnover intention at UD Libra
- 4) Job satisfaction, organizational commitment, and job involvement have a significant simultaneous effect on employees turnover intention at UD Libra

Limitation of the study: This study used turnover intention instead of the real turnover rate, it was due to time constraints and limited company data available. However, to get a more perfect results, longitudinal or time-series study may be used by accessing the turnover rate in different times. It will be more appropriate to explain the condition of the employees turnover by using the turnover rate than using the turnover intention.

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